

# Effect Of Workload On Turnover Intention, Work Stress As Intervening Variables In Readymix And Precast Concrete Employees In Lombok Island

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## ABSTRACT

The high level of turnover intention has now become a serious problem for many companies. This research was conducted on three concrete construction companies Readymix and Precast on the island of Lombok, namely the company PT. DIU Beton Kontrsuksindo, PT. Varia Usaha Beton and PT. Rinjani Utama Beton. The reason for determining these 3 companies is the representation of concrete construction companies in Lombok, namely Central Lombok, West Lombok, and Mataram City. In addition, an indication of a higher turnover intention is due to the high workload and long working hours of concrete construction employees. The purpose of this study was to determine the effect of workload and work stress on Turnover Intention. The population in this study were all employees in the production section who worked at 3 (three) Readymix and Precast concrete companies in Lombok Island, totaling 87 people. Analysis of data processing using PLS analysis. The results prove that workload has a positive and significant effect on turnover intention through employee work stress at 3 (three) Readymix and Precast concrete companies on the island of Lombok. The lower the workload and work stress, the lower the turnover intention of employees at Readymix and Precast concrete companies on Lombok Island. The results prove that workload has a positive and significant effect on turnover intention through employee work stress at 3 (three) Readymix and Precast concrete companies on Lombok Island. The lower the workload and work stress, the lower the turnover intention of employees at Readymix and Precast concrete companies on Lombok Island. The results prove that workload has a positive and significant effect on turnover intention through employee work stress at 3 (three) Readymix and Precast concrete companies on Lombok Island. The lower workload and work stress, the lower the turnover intention of employees at Readymix and Precast concrete companies on Lombok Island.

Keywords: Workload, Work Stress, and Turnover Intention

## INTRODUCTION

In a survey in the United States of America (USA) fatigue is a big problem, 24% of all adults who come to the polyclinic suffer from fatigue. Similar data is also seen in a community survey in England which states that 25% of women and 20% of men complain that they always feel tired (Setyawati, 2011: 28). Fatigue at work often occurs due to several factors, one of which is workload. A too high loading level allows excessive energy use and overstresses, on the other hand, too low intensity of loading allows boredom and boredom or under stress. This problem then also raises other problems such as the high employee turnover rate which has now become a problem for many companies due to high workloads and stress. The high level of employee turnover experienced by a company can be predicted by how much turnover intention a company member has to another company.

Based on a survey in [WartaEkonomi.go.id](http://WartaEkonomi.go.id) conducted by a global HR consulting firm, Towers Watson, in the Global Workforce Study (GWS) which was conducted on 32 thousand employees worldwide, including 1,000 employees in Indonesia of various levels and demographics, it shows a high level of desire to change jobs. As many as 2/3 of Indonesian employees tend to leave the company where they work or 66% of employees in Indonesia tend to leave the company where they work within 2 years, while 34% express their intention to stay. In the research of PT. Towers Watson (2014) Talent Management and Reward Study a global survey of 1,637 companies, including 36 Indonesian companies also showed significant results that 70% of companies experienced difficulties in recruiting and retaining a competent workforce. The survey conducted is an overview of the entire company.

Turnover can occur in all types of companies, be it manufacturing companies or construction companies. Excessive turnover often leads to negative consequences and in extreme conditions, it can hinder efforts to achieve organizational goals because the organization is abandoned by its best employees (Kuean et al, 2010 3 (three) construction service companies on the island of Lombok, which are similar companies in the construction service sector (Readymix and Precast concrete) have also faced the problem of high employee turnover. The company, which currently has a total of 98 employees, does not escape the problem of how to retain its previous employees. The results of interviews with personnel of each company revealed that the turnover in the company was still quite high.

Based on the data on the number of employees leaving at 3 (three) Readymix and Precast concrete companies on the island of Lombok during the last 4 years, it appears that Turnover is quite high. The average employee turnover rate during 2016-2019 was 4.07% and the highest turnover occurred in 2018, namely 8.5%. Based on the preliminary information from the data above, the most dominant turnover rate occurs in the production section, where this section has more working hours than other parts and is also inseparable from a large number of requests for construction services that must be served with workloads that are not balanced with the number of employees, resulting in fatigue. physically and mentally disturbed.

Based on Readymix and Precast (m3) Concrete Production data from 2016 to 2019, that in 2016 the data on the amount of production was 49,230.5 with distribution production hours namely 08: 30-22.30, in 2017 the data on the amount of production was 77,579.4 with distribution production hours namely 08: 30-23.47. in the year of. Whereas in 2018, there was production data of 100,391.3 with distribution production hours from 08: 30-01: 06. In 2019 production data is 105,478.2 with production data hours from 08: 30-00: 30. From this, it can be indicated that the total workload is higher as seen from the number of distribution production hours.

The data on the percentage of employee turnover is far more than that of incoming employees plus the production, which increases every year, increases in workload which causes fatigue and stress on employees, this indicates that there is a fairly high turnover intention for employees of 3 (three) concrete companies. Readymix and Precast on Lombok Island. According to Harnoto (2002: 2) turnover intentions are marked by various things related to employee behavior, including increased absenteeism, laziness to work, increased courage to violate work rules, courage to oppose or protest to superiors, or seriousness to solve everything. employee responsibilities that are very different from usual.

The intention is an intention that arises from an individual to do something. Thus, the turnover intention is the tendency or intention of an employee to stop working from his job (Zeffane, 1994). Meanwhile, Abelson (1987) defines turnover intention as an individual's desire to leave the company and look for other job alternatives. Turnover intention is defined as the tendency or intention of employees to quit their job voluntarily or move from one workplace to another according to their own choice (Mobley, 1986). Pasewark and Strawser (in Etnaningtiyas, 2011) Turnover Intention is something that employees want to move from the company where they previously worked. Many companies want to grow by looking for an experienced workforce. Employees who feel bored with pressure, excessive task demands, and must be completed on time

will further trigger turnover intention. Campbell (2006) also states that construction work is very stressful, with deadlines, and requires multiple skills to complete a construction project so that it can lead to stress.

According to Shun (2011) in his journal the turnover intention for construction engineers, because of the high workload and work stress, as well as an unstable work environment, the turnover of construction workers is something that is considered important from a practitioner's point of view. Prasetyono (2015) states that the factors that cause work stress for contractor employees in Surabaya are that there are three main factors causing work stress for contractor employees, namely workload and time factors, career development factors, and the last is work environment factors. According to Health Law No. 36 (2009) workload is the amount of work that must be borne by a position/organizational unit and is the product of the amount of work and time. According to Suwatno (2014), a source of work stress is excessive workload. The workload assigned to each employee must be in accordance with their abilities and capacities at work. If an employee has a workload that is too heavy, it will cause a high level of stress and cause work results to be less than optimal and tend to want to leave the company. Based on the description above, it is necessary to research "The Effect of Workload on Turnover Intention, Work Stress as an Intervening variable for Employees of Readymix and Precast Concrete Companies in Lombok Island"

## **THEORETICAL FRAMEWORK**

### **Turnover Intention**

Turnover intention is a situation where workers have a conscious intention or tendency to seek other work as an alternative in a different organization (Abdullah et al., 2012). The tendency of employees 'intention to quit their jobs voluntarily according to their choice of employees' decision to leave the company is a big problem for the company (Mahdi et al., 2012). Turnover intention defined as the tendency or intention of employees to quit their job voluntarily or move from one workplace to another according to their own choice (Mobley, 1986).

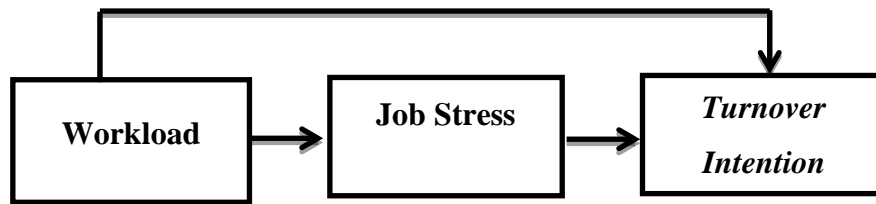
### **Job Stress**

According to Mangkunegara (2009), work stress is a feeling that presses or feels depressed experienced by employees in dealing with work, including uncontrolled emotions, feeling uneasy, like being alone, having difficulty sleeping, excessive smoking, not relaxing, anxious, tense, nervous, increased blood pressure, and indigestion. Work stress experienced by employees can have a positive or negative impact, depending on the portion of pressure experienced by employees. Work stress experienced is not free from the factors that influence it, generally work stress is influenced by work environment factors and personal factors. Stress is a major issue of concern because it has become a part of it. from the lives of employees and it is difficult to avoid stress from work (Parvaiz et al., 2015).

### **Workload**

According to Manuaba in Fuhasari (2016), the workload is the body's ability to accept work. The work capacity must be adjusted to the number of existing employees. Meanwhile, according to Menpan in Artadi (2015: 23), the workload is a group or a number of activities that must be completed by an organizational unit or an officeholder within a certain period of time.

Based on the theory and problems in the background, as well as the previous research above, a conceptual framework is drawn up as follows:



**Figure 1. Conceptual Framework**

## **HYPOTHESIS**

- H1 = It is suspected that there is a positive and significant workload influence on Employee Turnover Intention at 3 (three) Readymix and Precast concrete companies on Lombok Island. This hypothesis is based on theory and previous research, namely Mobley, Horner, and Hollingsworth (1978), Robbins & Judge, (2008). Pradana & Salehudin (2015) and Xiaoming et al. (2014), Wefald et al, (2008), Fitriantini, et al. (2020), Udriyah (2018), Liu and Lo (2018), and Qureshi et al. (2013).
- H2 = It is assumed that there is a positive and significant workload influence on employee work stress at 3 (three) Readymix and Precast concrete companies on Lombok Island. This hypothesis is based on theory and previous research, namely Sunyoto, (2015), Lestari (2018), Herasika (2018), Alamsyah and Kusumadewi (2016) Dewi & Wibawa (2016), Markam, (2008), Hasibuan, (2007), Lathifah and Rohman (2014), Aydogdu and Asikgil, (2011).
- H3 = It is suspected that there is a positive and significant effect of Job Stress on Employee Intention Turnover at 3 (three) Readymix and Precast concrete companies on Lombok Island. This hypothesis is based on theory and previous research, namely Sunyoto, (2015), Lestari (2018), Herasika (2018), Alamsyah and Kusumadewi (2016), Dewi & Wibawa (2016), Markam, (2008), Hasibuan, (2007), Lathifah and Rohman (2014), Aydogdu and Asikgil, (2011).
- H4 = It is suspected that there is a positive and significant workload effect on Turnover Intention through Employee Work Stress at 3 (three) Readymix and Precast concrete companies on Lombok Island. This hypothesis is based on theory and previous research, namely Putra & Prihatsanti, (2016). Riggio (2000), Wibowo (2011), Luthans (2008), Robbins (2008), Gibson, et al. (2000), Munandar, (2008). Wu (2011), Fitriantini et al. (2020), Abdullah et al. (2012). Mobley, Horner, and Hollingsworth (1978), Rizki & Afrianty Research (2018), Nisa et al. (2019), Yo & Surya (2015).

## **RESEARCH METHODS**

The data collection method in this study uses a census / saturated sample, namely the sampling technique in which all members of the population are used as samples (Sugiyono, 2011). In this study, the population is all employees of the production division who work at 3 (three) Readymix and Precast concrete companies on the island of Lombok, totaling 87 people consisting of PT. DIU Beton Kontruksindo, PT. Varia Usaha Beton and PT. Rinjani Utama Beton. The reason for determining these 3 companies is the representation of concrete construction companies in Lombok, namely Central Lombok, West Lombok, and Mataram City. In addition, an indication of a higher turnover intention is due to the high workload and long working hours of concrete construction employees. In this case, the research subjects are employees in the production department of each company because the number of employee turnover is the most dominant.

## RESULTS

### Respondent Characteristics

Based on the characteristics of the respondent's gender, education, age, and length of work, it was found that men were 76 out of 87 respondents, or about 87%, female respondents were 11 respondents or about 13%, male respondents were more dominant than female respondents. From the education level, most of them had a high school education as many as 45 people or 52%. Meanwhile, the lowest education level was the undergraduate level of 12 people or 14%. From the age level of most respondents were in the 31-40 years age group, namely 30 people or 34%. While the lowest age group is the 21 years age group as many as 11 people or 13%. The research of Zulkifli, et al. (2019) stated that the older a worker is, the higher the likelihood of suffering from work stress and this is also due to the lack of companies considering the type of work and excessive duties to those aged > 40 years. Older workers tend to have less good health conditions than workers of younger ages. Meanwhile, based on the length of work of the respondents, 62 people have worked for 6-15 years, or 71%. This shows that the tenure of the respondents at the Readymix and Precast concrete companies in Lombok Island is categorized as long enough, where it can be seen that the respondents show a sense of responsibility in carrying out their duties as employees in the Readymix and Precast concrete companies.

### Evaluation of the Measurement Model (Outer Model)

The measurement model for the validity and reliability test, the model determination coefficient, and the path coefficient for the equation model can be seen as follows:

#### Convergent Validity

The output results that the indicator of the variable can be seen that the indicator has a loading factor value > 0.50. Therefore, these indicators can then be analyzed in the research model because all indicators have a loading factor value of more than 0.50.

#### Discriminant Validity

Based on the discriminant validity test, the AVE value was above 0.5 for all constructs contained in the research model, where these results can be analyzed further because the variables used are valid. The results of the discriminant validity test can be seen in table 1.

**Table 1. Average Variance Extracted (AVE)**

No.	Variable	AVE	$\sqrt{AVE}$	Inf.
1.	Workload (X)	0.655	0.809	Valid
2.	Job Stress (Y1)	0.616	0.785	Valid
3.	Turnover Intention (Y2)	0.624	0.790	Valid

#### Composite Reliability

The reliability test is done by looking at the composite reliability and Cronbach's alpha value of the indicator block that measures the construct. The results of composite reliability will show a satisfactory value if it is above 0.7. Meanwhile, the recommended Cronbach's alpha value is around 0.6. The following is the value of composite reliability and Cronbach's alpha in table 2.

**Table 2. Composite Reliability and Cronbachs Alpha**

No.	Variable	Composite Reliability	Cronbachs Alpha
1.	Workload (X)	0.963	0.959
2.	Job Stress (Y1)	0.940	0.933
3.	Turnover Intention (Y2)	0.881	0.851



Based on Table 2, it shows that all the constructs in the estimated model meet the criteria for discriminant validity. Meanwhile, the Cronbach's alpha value for all constructs was above 0.6. Therefore, all variables/constructs are above 0.50 so that they meet the reliability requirements. Likewise, the Composite Reliability value generated by all variables is very good, which is above 0.70. So it can be concluded that all construct indicators are reliable or meet the reliability test.

**Evaluation of the Structural Model (Inner Model)**

The R-Square value actually describes how much the independent variable can explain the dependent variable. The following can be seen in Table 3 below:

**Table 3. R-Square**

No.	Variable	R Square
1.	Job Stress (Y1)	0.674
2.	Turnover Intention (Y2)	0.338

The workload construct does not have an R Square because it is not predicted by other constructs. Meanwhile, work stress has an R Square of 0.674, which means that the workload is able to explain the variation of work stress by 67.4%, where the remaining 32.6% is explained by other factors. Likewise, Turnover Intention has an R Square of 0.338 which means that the workload is able to explain the Turnover Intention variance of 33.8% where the remaining 66.2% is explained by other factors.

**Hypothesis Test Results**

To assess the significance of the prediction model in testing the structural model, it can be seen from the t-statistic value between the independent variable and the dependent variable in Table 4 of the SmartPLS output below:

**Table 4. Hypothesis Test Results on SmartPLS**

Influence Between Variables	Coefficient	t Statistics	P Value	Ket
Workload -> Turnover Intention (X -> Y2)	0.299	2,039	0.042	Sig
Workload -> Work Stress (X -> Y1)	0.821	30,384	0,000	Sig
Job Stress -> Turnover Intention (Y1 -> Y2)	0.310	2,156	0.032	Sig
Workload -> Work Stress -> Turnover Intention (X -> Y1 -> Y2)	0.554	8,096	0.000	Sig.

From Table 4 above shows that the relationship between variables shows a significant variable relationship and is explained as follows:

**Hypothesis 1 Results: Effect of Workload on Turnover Intention**

The path coefficient of workload to turnover intention is 0.299 with a T count of 2.039 and p-value = 0.042. It can be stated that the workload has a significant positive effect on turnover intention. This means that if employees have a low workload, then the employee turnover intention at 3 (three) Readymix and Precast concrete companies in Lombok Island will also be low. On the

other hand, if the workload is getting higher, the employee turnover intention at the 3 (three) Readymix and Precast concrete companies on the island of Lombok will be even higher.

### **Hypothesis 2 Results: Effect of Workload on Job Stress**

The path coefficient of workload to work stress is 0.821 with T count amounting to 30.384 and P-Value = 0.000, it can be stated that workload has a significant positive effect on work stress. This means that if employees have a low workload, then the employee's work stress (three) Readymix and Precast concrete companies in Lombok Island will also be low. Conversely, if the workload is getting higher, the work stress of employees at 3 (three) Readymix and Precast concrete companies on the island of Lombok will be even higher.

### **Hypothesis 3 Results: Effect of Job Stress on Turnover Intention**

The path coefficient of work stress to turnover intention is 0.310 with a T count of 2.156 and p-value = 0.032. It can be stated that job stress has a significant positive effect on turnover intention. This means that if employees have low work stress, then employee turnover intention at 3 (three) Readymix and Precast concrete companies on the island of Lombok will also be low. Conversely, if the work stress is getting higher, the employee turnover intention at 3 (three) Readymix and Precast concrete companies on the island of Lombok will be even higher.

### **Hypothesis 4 Results: Effect of Workload on Turnover Intention through Job Stress**

The path coefficient of workload to turnover intention through work stress is 0.554 with a T count of 8.096 and p-value = 0.000. It can be stated that the workload has a significant positive effect on turnover intention through work stress.

## **DISCUSSION**

### **Effect of Workload on Turnover Intention**

The workload is a factor in the high and low level of employee turnover. The results of this study indicate that the workload of employees at Readymix and Precast concrete companies has a significant direct effect on turnover intention, where the direction of the relationship is positive or unidirectional. The results of this study are supported by several previous studies conducted by Qureshi et al. (2013), Irvianti and Verina (2015), Pradana & Salehudin (2015) and Xiaoming et al. (2014), Tulangow (2018), Liu and Lo (2018), Udriyah et al. (2018), Udriyah (2018), Liu and Lo (2018), Fitriantini, et al. (2020), proving that workload has a significant effect on turnover intention. According to Mobley (1986), the high and low turnover intention will have several impacts on employees and companies, one of which is workload.

If employee turnover intention is high, the workload for employees increases because the number of employees is reduced. The higher the employee's desire to leave the company, the higher the employee's workload during that time. According to Hariyono et al. (2009), the workload is the length of time a person does work activities in accordance with the ability and work capacity concerned without showing signs of fatigue. Kureshi et al. (2012) found that the workload has a positive effect on turnover intention. The workload is the length of time a person does work activities in accordance with the ability and capacity of the work concerned without showing signs of fatigue. Qureshi et al. (2012) found that the workload has a positive effect on turnover intention. The workload is the length of time a person does work activities in accordance with the ability and capacity of the work concerned without showing signs of fatigue. Qureshi et al. (2012) found that the workload has a positive effect on turnover intention.

### **Effect of Workload on Work Stress**

The workload is a factor that causes work stress. The results prove that workload has a significant positive effect, meaning that the workload felt by employees of Readymix and Precast concrete companies on the island of Lombok can affect work stress on employees in the workplace.

If the workload of employees at Readymix and Precast concrete companies on Lombok Island is high, such as not achieving work targets, unfavorable working conditions, ineffective use of work time by employees, and inappropriate work standards, it will increase employee work stress. Luthans (2008: 247) says that work style is not just a nervous tension, work style can have positive consequences and work stress is not something that should be ignored. In this research, The results of the study are positive work stress, meaning that the work stress felt by employees who work at 3 (three) Readymix and Precast concrete companies on the island of Lombok is work stress that increases work performance.

It can be seen that employees are able to control pressure, demands, and resources. Job mismatch, risky work, overload, and different expectations. This is also the category assessment by respondents in the indicators of work stress, namely the low and medium categories, meaning that perceived work stress can increase work performance. This research is supported by several previous studies conducted by Haryanti, Faridah and Puji (2013), Rizki and Afrianty (2018), Zulkifli, et al. (2019), there is a positive effect of workload on work stress. meaning that the work stress felt by employees who work at 3 (three) Readymix and Precast concrete companies on the island of Lombok is work stress that increases work performance. It can be seen that employees are able to control pressure, demands and resources, job mismatch, risky work, overload, and different expectations. This is also the category assessment by respondents in the indicators of work stress, namely the low and moderate categories, meaning that the perceived work stress can increase work performance. This research is supported by several previous studies conducted by Haryanti, Faridah, and Puji (2013). Rizki, and Afrianty (2018), Zulkifli, et al. (2019), there is a positive effect of workload on work stress. meaning that the work stress felt by employees who work at 3 (three) Readymix and Precast concrete companies on the island of Lombok is work stress that increases work performance. It can be seen that employees are able to control pressure, demands and resources, job mismatch, risky work, overload, and different expectations.

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### **Effect of job stress on Turnover Intention**

Job stress is a condition of tension that affects both emotions and thought processes, causing fatigue and psychological demands. According to Luthans (2008), it is said that work tradition is not just a normal tension, it can also have a positive consequence, therefore work is not something that should be used. If the job exceeds the ability of the employee emotionally, there will be a pressure that the employees feel, this can lead to a job description.

Meanwhile, according to (Parvaiz et al., 2015), that work stress experienced by employees can have a positive or negative impact, depending on the portion of pressure experienced by employees. Work stress experienced is not free from the factors that influence it. Kofoworola and



Ajibua (2012) to mention some of the causes of stress in the workplace are life changes, career development, and workload. The conclusion of this study proves that there is an effect of work stress on turnover intention. This study is supported by several previous studies, namely, Alamsyah and Kusumadewi (2016), Dewi and Wibawa (2016), Nasution (2017), Chung (2017), Tulangow (2018), Lestari (2018), Herasika (2018), proves that work stress has a significant effect on turnover intention.

### **Effect of Workload on Turnover Intention through Work Stress**

In this study, we want to prove that workload affects turnover intention through work stress. The conclusions in this study prove that workload can have a direct effect on turnover intention and can affect employee work stress at Readymix and Precast concrete companies on Lombok Island. It can be seen that the effect of workload is the existence of workload such as targets that must be achieved, time to complete work, during rest hours doing work, working hard, pressure in workload received, conformity of rest time with work time, enjoying the work done. So, if the workload is high, it will affect employee work stress so that it can increase employee turnover.

From the results of the research and theory put forward, it is supported by several previous studies, namely Purbaningrat and Surya (2015), Putra & Prihatsanti (2016), Rizki and Afrianty (2018), Nisa et al. (2019), Fitriantini et al. (2020), proving that workload affects turnover intention through work stress.

According to Robbins (2003) factors that cause employee stress include: a) remuneration that tends to be too low, b) inadequate time and work equipment, c) family problems, d) interpersonal conflicts with leaders or workgroups, e) difficult and excessive workload, f) Pressure and attitude from the leadership that is not fair and reasonable.

The workload is one of the factors that cause work stress. The workload is a set of task demands that must be completed by workers within a certain period of time (Putra and Prihatsanti, 2016). Riggio (2000: 250) states that workload is job tasks that are a source of stress such as work that requires working quickly, producing something, and concentrating on work stress. According to Wibowo (2011) stress that occurs at work causes organizations to bear burdens such as low quality of service, high staff turnover, bad company reputation, bad company image, and job dissatisfaction.

### **CONCLUSION**

Based on the results of research on 87 employee respondents from 3 (three) Readymix and Precast concrete companies on the island of Lombok about the effect of workload on turnover intention, work stress as an intervening variable, the following conclusions were obtained:

1. Workload has a positive and significant effect on employee turnover intention at 3 (three) Readymix and Precast concrete companies on Lombok Island. The lower the workload, the lower the employee turnover intention in the Readymix and Precast concrete companies on Lombok Island. Conversely, if the workload is higher, the turnover will be even higher and it will cause employees to leave the company by choosing a workplace that allows them to work as comfortably as possible.
2. Workload has a positive and significant effect on employee work stress at 3 (three) Readymix and Precast concrete companies on Lombok Island. The lower the workload that is felt, the lower the stress due to work which causes employees to not work normally. Conversely, if the workload is higher, the work stress in the work environment of the employees of the Readymix and Precast concrete companies in Lombok Island will be higher and will cause employees to feel uncomfortable in the environment where they work.
3. Job stress has a positive and significant effect on employee turnover intention at 3 (three) Readymix and Precast concrete companies on Lombok Island. This means that work stress has a positive impact on employees who wish to leave work. If on the other hand work stress has a

negative impact, there will be a higher intention of employees to leave work at the Readymix and Precast concrete companies on Lombok Island.

4. There is an effect of workload on turnover intention through employee work stress at 3 (three) Readymix and Precast concrete companies on Lombok Island. Job stress is an indirect trigger factor that results in a high and low turnover which is influenced by workload. The effect of work stress in this study is a positive effect that does not cause physical disruption but can lead to high and low turnover. If the work stress and workload are low, then the turnover intention will also be low, with the intention of employees wanting to choose another workplace even lower.

## RECOMMENDATION

1. Workload variable. Of the several weak indicators that will be suggestions for improvement in the future, namely the question item indicator "the workload received is too high, feel pressured by the workload received, do not have enough time to complete work, conformity of daily workloads with work standards, enjoy the work done. From some of these indicators, it looks weak from some respondents who were given the moderate category. So for this, it can be considered to minimize the workload that is felt by employees at 3 (three) Readymix and Precast concrete companies in Lombok Island.
2. Job stress variable. There are several weak indicators that will be suggestions for improvement in the future, namely the question item indicator "working under pressure, time to complete work, when working often feel pressured and anxious about the work to be completed, have difficulty communicating with clients at work locations, job demands that must be in accordance with available facility resources, do not have office space large enough to work, support services to carry out work, job demands according to available equipment, knowledge in accordance with the field of work. In some indicators, this is considered weak with the moderate category. Therefore the company management can consider and pay attention to this to minimize the perceived work stress employees at 3 (three) Readymix and Precast concrete companies in Lombok Island.
3. The results of this study indicate that workload has a significant effect on turnover intention through work stress. The cause of employee turnover intention at 3 (three) Readymix and Precast concrete companies in Lombok Island is due to work stress which is influenced by workload.
4. In the next researcher who is interested in the same topic using Smart PLS analysis, you should pay attention to things such as subjects, the research sample also needs to be expanded with a larger number of respondents so that the accuracy of the model with variations in its influence can be even higher in finding the optimal model on the variable researched and increase the number of independent variables to make the effect more complex on turnover intention.

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